

The logo features a cluster of five overlapping speech bubbles on the left. To the right, the text "5 VOICES" is written in a large, bold, black sans-serif font. Below "5 VOICES", the word "SYSTEM" is written in a smaller, spaced-out, black sans-serif font.

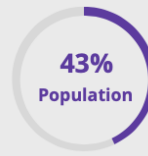
5 VOICES SYSTEM

Voice-by-Voice Overview





Champion of...
People, relational
harmony and values



Watch out for...
Nurturers have a fear
of conflict and often
won't speak out,
beware of silence

Empower them by...
Let them speak first,
affirm their
competence and the
genuine value of their
contribution



SUPERPOWER
Relational Harmony

WEAPON SYSTEM
Withholding Care

LIBERATION STATEMENT

I need you to value my contribution and take the time to draw out what I really think. Invest and believe in me even if I struggle to believe I'm good enough. Spend quality time with me, get to know me, and join me in caring for others even when you don't perceive it as important.

THE TRIGGERS

- You feel taken for granted
- You are not heard
- Your values are being ignored
- People you care about are being treated unfairly

Core Attributes

- They intuitively feel how an organization will react to a new idea
- They defend values - people will always come before profit
- They function as the relational oil inside teams and organizations
- They are pragmatic realists who ask "has this really been thought through?"
- They take genuine delight in celebrating the achievements of others
- They are natural team players
- They can become overly resistant to change and demonstrate passive-aggressive tendencies
- They rarely value the contribution they make

People & Values

Heart
Subjective
Harmony
Caring
Personal
Appreciate
Empathize

Systems & Logic

Head
Objective
Justice
Level-headed
Impersonal
Critique
Analyze

Present Oriented

Details
Present
Practical
Facts
Sequential
Directions
Repetition
Concrete

Future Oriented

Patterns
Future
Imaginative
Innovations
Random
Hunches
Variety
Conceptual / Theoretical





Champion of...
Future ideas,
innovation and
organizational
integrity



Watch out for...
Creatives can struggle
to communicate
effectively and have
idealist perfectionist
tendencies

Empower them by...
Don't judge them on what
they say first, help them
communicate their ideas.
Let them know it's ok to
be wrong sometimes

SUPERPOWER
Organizational Integrity

WEAPON SYSTEM
The Hulk

LIBERATION STATEMENT
I need you to believe in me and my ideas, but don't judge me on what I say first. Make sure you take the time and ask the questions to understand what I'm trying to say! Give me the space to dream and keep encouraging me to push new frontiers even if you can't see it yet!

- THE TRIGGERS**
- Values you hold dear are being ignored or trampled on
 - People you feel responsible for are being treated badly
 - Someone breaks a promise to you

Core Attributes

- They are the conceptual architects and love to think outside the box
- They function as an "early warning radar system" for teams, often seeing the opportunities and dangers long before everyone else
- They are never satisfied with the status quo - they inherently believe things can always be better
- If the vision is compelling the word "can't" is not in their vocabulary
- They often struggle with the fact that "people never seem to fully understand my ideas"
- They exhibit a strong social conscience and desire for personal and organizational integrity
- Being internal perfectionists they can often fail to celebrate the 90% that has been achieved, focusing instead on the 10% that hasn't!

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Systems & Logic

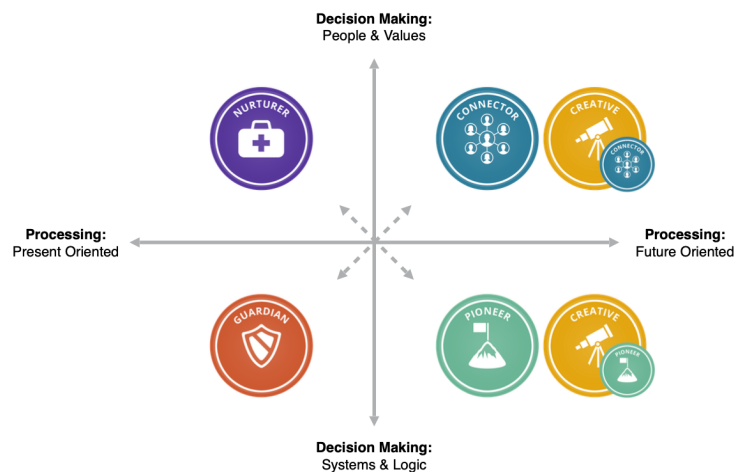
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Champion of...
Future ideas,
innovation and
organizational
integrity



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Empower them by...
Don't judge them on what
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SUPERPOWER
Future Ideas

WEAPON SYSTEM
Sniper Rifle

LIBERATION STATEMENT

I need you to respect my ideas, but don't judge me on what I say first. Take time to ask questions, but don't waste my time; and bring data to support your opinions when we collaborate! Give me the space to work on my own and the freedom to keep pushing new frontiers even if you can't see it yet!

- THE TRIGGERS**
- Incompetence and inefficiency
 - Arrogance
 - People appearing to dismiss your ideas
 - Exaggeration of the truth

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Champion of...
Due diligence, resources, and efficient systems and processes



Watch out for...
Guardians are risk averse, can be negative and bring excessive critique

Empower them by...
Welcome their challenging critique and commitment to due diligence

SUPERPOWER
Due Diligence

WEAPON SYSTEM
Interrogation

LIBERATION STATEMENT
I need you to respect my professionalism, competence, and desire to bring order, systems, and processes to life. Let me ask my questions and do my due diligence. Value the real me that lies behind my logical, rational questions and critique.

- THE TRIGGERS**
- Lack of trust in others credibility
 - Unnecessary risk taking
 - Unresponsive arrogance
 - When illogical people appear incompetent

Core Attributes

- They have a relentless commitment to ask the difficult questions
- They will always seek to honor the past as teams look toward the future
- They accept as personal the commitment to deliver projects on time and on budget
- They have the ability to detach decision-making from personal sentiments
- They are naturally risk-averse asking "is it worth the risk and investment?"
- They respect and value logic, order, systems, and repeatable processes
- Their desire for truth and right decisions can sometimes override the feelings of others

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Champion of...
Relational networks, collaboration, and effective communication



Watch out for...
Connectors always interpret challenge of their ideas as personal

Empower them by...
Give them time to share their ideas and passions, appreciate before you critique



SUPERPOWER
Relational Networks

WEAPON SYSTEM
Cyber Warfare

LIBERATION STATEMENT

Celebrate life with me and understand that at my best I don't separate work, rest, and play easily. Regularly ask me what I'm excited about and then let me tell my stories! Never stop believing in me, appreciate my strategic connections, and encourage me to keep dreaming about changing the world and expanding our influence.

THE TRIGGERS

- People taking credit for your work
- People not recognizing the validity of your ideas
- You sense people aren't for you
- People aren't willing to collaborate

Core Attributes

- They are persuasive and inspirational communicators - rallying people to causes and things they believe in
- They are incredibly resourceful - "Whatever we need, I can get it or I have a source"
- They have the capacity to maintain a large number of relationships
- They know how to connect with people and their aspirations
- They need appreciation and credit for making key connections - "Are you aware of what I've done?"
- Their people-pleasing tendencies mean they often struggle to bring effective challenge
- They often struggle to hear or engage fully with critical feedback

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VOICE VOLUME

Champion of...
Strategic vision, results-focused, and problem-solving



7%
Population

Watch out for...
Pioneers lack sensitivity, can be unwilling to listen, and perceived as arrogant

Empower them by...
Don't worry - they empower themselves. Just affirm their competence



SUPERPOWER
Strategic Vision

WEAPON SYSTEM
Grenade Launcher

LIBERATION STATEMENT

I need you to respect my competence. Don't judge me for being competitive and wanting to change the world! Invite me to help solve your problems – I love doing that! Encourage me to dream beyond what anyone else believes possible.

THE TRIGGERS

- Perceived incompetence in others
- People challenging your competence
- People threatening your vision
- Time wasting

Core Attributes

- They approach life with an “anything is possible!” attitude
- Visioning and shaping a scalable future is always the highest priority
- Their strategic military thinking makes them incredibly effective at aligning people, systems and resources
- Winning is a massive driver, they hate to give up and will drive their team long after others would have given up
- They are powerful communicators, using logic and rationality to provide an attractive and compelling vision of the future
- The immature Pioneer can often appear very arrogant with a “me focused” agenda
- They quickly dismiss the contributions of those they don't believe to be competent or experienced

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